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UNITED STATES DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE
Washington 25, D. C.

FIELD MEMORANDUM SCS-1137
Supplement 1

Re: Management Improvement
and Awards Program

February 7, 1951

TO ALL RANKING FIELD OFFICERS:

PROCEDURES FOR HANDLING MANAGEMENT IMPROVEMENT SUGGESTIONS AND AWARDS

Management improvement suggestions and recommendations for awards can be submitted by any employee, group of employees, or organizational unit in the Service. The following procedure is outlined to provide an orderly system for presenting and processing this material.

I. The suggester should:

A. Write up the proposal.

Writing up a management improvement suggestion can be made extremely simple. If no better facilities are available, it can be written in long-hand on one sheet of ordinary correspondence paper. To avoid delays and prevent misunderstanding, care should be taken to see that the information contained in the write-up includes the following things in the order listed below:

1. A description of the present method of doing the job.
2. A detailed explanation of the suggestion, using sketches, if necessary, to illustrate.
3. A clear-cut statement of what the suggestion will do to improve the operation.
4. A monetary evaluation of the savings in
 - (a) Manpower
 - (b) Materials
 - (c) Space
5. A statement listing intangible benefits that cannot be expressed in monetary value.

B. Send the suggestion to his immediate supervisor.

II. The immediate supervisor should:

- A. Put the suggestion in effect promptly if the suggestion is good and he has the authority to do so.
- B. Send the suggestion through channels for consideration of the appropriate Management Improvement and Awards Committee. * Each suggestion should be accompanied by a brief report from the immediate supervisor and other supervisors through which it will clear, giving as much of the following information as may be applicable:
 1. The practical value of the suggestion.
 2. Whether it has been put into effect.
 3. Supervisor's recommendation for award, if any. (Note that supervisor may recommend cash award, superior accomplishment pay increase, or a letter of commendation. Honor awards will rarely be associated with improvement suggestions.)
 4. Reasons for disapproving; if not put into effect.
 5. Need for further clearance or authority to adopt.

III. The Management Improvement and Awards Committee (State, Regional or Washington) should:

A. Prepare Form AD-287

All management improvement suggestions will be typed on Form AD-287. The number of copies prepared will depend upon the point of origin of the suggestion and the type of award which may be recommended; if any type of cash award is recommended, two copies of the suggestion should be forwarded to Washington.

B. Appraise the suggestion and recommend action to be taken.

Comments and recommendations of appropriate staff members should be obtained preliminary to final appraisal.

C. Prepare appraisal Form AD-287-2

If the recommendation proposes a cash award under any of the authorizations permitted by law, the Executive Secretary will prepare necessary appraisal forms AD-287-2, depending upon point of origin of the suggestion. Two copies are required for Washington.

* State Committees (if State Committees have been established) will ordinarily consider suggestions and recommendations originating in State offices, work groups and work units. If a State committee has not been established, the regional committee will process all such cases, in addition to handling those originating in the Regional office. The Washington committee will act on cases referred to the committee by the regions and those originating in field Research, Beltsville, and the Washington office.

- D. Proposals for superior accomplishment pay increase or letter of commendation should be transmitted to the Personnel Management Division, with recommendations of the committee, for processing.
- E. Time stamp all proposals and handle as quickly as possible.

PROCEDURE ON OTHER TYPES OF AWARDS

When in the opinion of a supervisor an employee has performed unusually meritorious service that is not directly related to a management improvement suggestion but merits a letter of commendation, a superior accomplishment pay increase or an honor award, he may write up his proposal in letter form and transmit it through supervisor channels for consideration of the Management Improvement and Awards Committee.

Superior accomplishment pay increases for employees under the jurisdiction of the region will be handled directly from the regional office in accordance with present procedures. Recommendations from Research (both Washington and field), Beltsville, and the Washington office will be handled in Washington.

Recommendations for letters of commendation from the Chief or Secretary of Agriculture may be prepared in letter form, giving all the facts to substantiate the recommendation and sent through channels to Washington.

Honor Award recommendations for superior or distinguished service should be prepared in final form by the regional office in the manner prescribed by the Administrative Regulations and sent to Washington in ten copies. These should be in Washington by January 15 of each year at the latest.

GETTING ADOPTED SUGGESTIONS INTO OPERATION

- A. Supervisors should put into effect promptly all good suggestions that they have authority to adopt.
- B. State offices should see that all adopted suggestions are put in effect wherever they are applicable within the State.
- C. Regional offices - When in the opinion of the regional office adopted suggestions have wide applicability, copies should be sent to all States within the region and to each other region. Three copies should be sent to the Washington office.
- D. The Washington office will make appropriate distribution of such information to Washington office personnel and to the Department or other agencies in government where the suggestion may be applicable.

H. H. Bennett
Chief

